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**STRATEGIC OBJECTIVE 17
SKILLS FOR COMPETITIVENESS DEVELOPED
USAID/EGYPT/HDD**



**IMPROVING EGYPTIAN BUSINESSES' COMPETITIVENESS:
A SURVEY OF BEST PRACTICES**

**BY:
KARP CONSULTING GROUP, INC.**



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Introduction:

In his June 2002 presentation entitled “Improving Egypt’s Competitiveness: Findings from the Global Competitiveness Report”, Peter Cornelius of the World Economic Forum offers the following warning: “the competitiveness of nations is different from the competitiveness of firms.”¹ In an ongoing effort to improve the competitiveness of Egyptian firms, USAID/Egypt and the Partners for a Competitive Egypt (“PfCE”) have (over the last five years) launched a number of Management Development Initiatives (“MDI”) focused on developing and implementing strategies to produce a globally savvy Egyptian workforce and thereby expand the number of employment opportunities for Egyptian workers. Through its various programs and seminars, the MDI has sought to foster a learning community among executives and business leaders, provide focused information technology (“IT”) training to employees, and enhance the level of knowledge and discourse concerning global competitiveness within the Egyptian business community.

In February 2003, USAID/Egypt, PfCE, and its contractor Pal-Tech, Inc., retained Karp Consulting Group, Inc., (“KCG”), organization development consultants, to help identify those factors that enhance an Egyptian company’s ability to compete in the global marketplace. KCG was asked to identify those specific internal organizational practices (e.g., human resource management, decision-making processes, delegation of authority, approaches to training, etc.) that might help Egyptian companies to compete more effectively in the global marketplace. Rather than undertake a massive study of global practices, USAID/Egypt wanted to identify those organization development tools, approaches, and practices that may allow Egyptian companies to enter new markets² and expand their businesses accordingly. Although initially conceived as a cross-cultural comparison, the survey quickly evolved into a search for best practices within Egyptian companies as well as within U.S. or European companies currently involved in the Egyptian marketplace.

In late March KCG initiated a three-phased data collection process. The first phase consisted of a focus group comprised of eight Executive Participants (Advance Partners) involved in USAID/Egypt’s Executive Development Program (“EDP”). Focus group participants were asked to share their perceptions of those factors inside their organization and outside their organization that either help or hinder their efforts to enter global markets. A listing of the focus group questions and participants is included in Appendix A.

The second phase consisted of individual interviews with senior executives of either Egyptian companies or U.S.-based companies doing business in Egypt. A total of twenty-eight businesses participated in these interviews. Twenty-two of the businesses are Egyptian or Egyptian-based while six are U.S. or European-based. A listing of those interviewed is included in Appendix B. A copy of each set of interview questions is included in Appendix C. Because this is a

¹ P. Cornelius presentation: “Improving Egypt’s Competitiveness”, World Economic Forum, June 2002, slide 3.

² The study did not explore factors that might help Egyptian companies to expand into Asia, Africa, Latin America, or other parts of the Middle East. Interestingly, many Egyptian companies have begun exporting into what have traditionally been referred to as Eastern European countries. Given Egypt’s geographic location and the similarities in their stages of economic development, these markets appear to be more readily accessible to Egyptian companies.

descriptive survey to identify factors that contribute to global competitiveness, the interviews were designed to elicit qualitative rather than quantitative data. Respondents were asked to discuss their perceptions, experiences, and concerns about how various internal organizational dynamics and external factors affect their ability to compete in markets outside of Egypt. A cross-cultural team comprised of one U.S.-born consultant and one Egyptian-born consultant conducted all the interviews. The selection of individuals for the interviews was developed based on directions from the PfCE, USAID/Egypt, and KCG.

The third phase gathered information via electronic survey from the U.S.-based presenters who have traveled to Cairo and made presentations to Egyptian business leaders as part of the USAID/Egypt sponsored EDP or Management Seminar Series during 2002-2003. A listing of respondents and a copy of the survey instrument are included in Appendix D.

Based on these different data sources, this survey report offers a summary of key factors that help and/or hinder global competitiveness as well as a listing of best practices. The hope is that this survey will provide two benefits. First, that those Egyptian companies that do not currently utilize these best practices will consider implementing one or more of them so that they too can improve their competitive advantage (both locally and internationally), expand their business opportunities, and provide additional employment opportunities for the Egyptian workforce. Second, that Egyptian company leaders will explore ways to partner with colleagues in the public and private sector as well as with non-governmental organizations to remove the identified hindrances to global competitiveness. The survey report concludes with recommendations for implementation strategies for USAID/Egypt designed to strengthen Egyptian companies' ability to enter new markets.

Sample Description

This descriptive survey was designed as an initial review of a cross-section of the Egyptian private sector. Consequently the Egyptian respondents—those who participated in the focus group and the individual interviews--were selected to provide a representative sampling from different private business sectors. Most of the respondents' businesses operate in one of the following sectors:

- (1) Clothing/textiles
- (2) Agricultural production (fresh and/or processed food products)
- (3) Information technology
- (4) Basic manufacturing
- (5) Engineering/Project Management

However, there were also respondents involved in trading companies, shipping/transport companies, commercial banking, law, real estate, and construction. (See Appendix B)

Focus group participants³ were selected from among the MDI Advance Partners who are participating in the first USAID/Egypt sponsored EDP – a fifteen month executive development program that meets for a series of weekend seminars once a month. Interview participants were drawn from one or more of the following sources: Advance Partners members, professional

³ There was one focus group held. The information from the focus group was used to design the interview questions.

contacts of Ahmed Elkadry Soliman (a member of the KCG consulting team), USAID/Egypt, and/or PfCE, referrals from the American-Egyptian Business Council (in Washington, D.C.), and referrals from other respondents. Due to time constraints and the limited scope of this survey, public sector businesses and government officials were not included in the sample.

The structure of the Egyptian businesses within the sample also varied. Since the objective was to obtain data from a cross-section, respondents from each of the following types of businesses were interviewed:

- (1) Family-owned or privately held businesses in Egypt
- (2) Publicly held companies in Egypt
- (3) Holding companies with significant business in Egypt
- (4) Local or regional franchisees of a multinational corporation
- (5) Egyptian branches of U.S. corporations

The primary concern was to ensure that the respondents were able to provide an overview of their organization's structure, culture, decision-making process, and business strategy.

Egyptian respondents were also selected based on whether they could be placed into one of the following three categories:

- The company *has entered* U.S. or European markets (via joint venture or individual expansion) over the last 2-3 years;
- The company is *striving to enter* the U.S. or European markets; or
- The company has *been unable to enter* or failed in its efforts to enter the U.S. or European markets.

A total of 22 Egyptian business leaders were interviewed.

The U.S. business leaders (business leaders of U.S. based companies) were also drawn from professional contacts, referrals by Egyptian respondents, PfCE employees, or the American Egyptian Business Council. The primary selection criteria was knowledge of and contact with the Egyptian workforce, marketplace, and business community. Six U.S. business leaders were interviewed individually.

Summary of the Data

Throughout the data collection process, a number of themes quickly emerged. These patterns informed the interviews and provide a context for the interpretation and potential application of the data.

According to respondents, before considering whether a company is capable of entering an international market, a threshold inquiry is necessary: *Is this a business/company that is an efficient and effective producer of quality products or services that meet international standards?* Businesses that fail to use international standards for quality and control may survive in the Egyptian local markets but will not be able to amass sufficient market share, capital, or brand identity necessary to enter the international marketplace. These Egyptian businesses are unable to attract an international partner interested in joint ventures and lack the quality, knowledge, or resources to enter international markets on their own.

One respondent offered the following four requisites for any Egyptian company interested in competing in the global marketplace: (1) international experience, (2) continuous process improvement, (3) ongoing training in both technical and interpersonal skill development, and (4) a culture that fosters and encourages education, reflection, and open dialogue. These four requisites also were reflected in the interviews. Throughout the interviews, respondents indicated that the following factors “HELP” Egyptian companies to compete globally:

- A. Work and/or life experiences that involve significant contact and interaction with U.S. and/or European organizations, culture, and people
- B. A corporate structure with clear lines of authority and responsibility
- C. Business strategy that emphasizes human resource and talent development
- D. Rigorous commitment to quality that strictly adheres to international standards
- E. Organizational cultures that encourage and reward participatory decision-making and continuous improvement
- F. Ongoing commitment of funds and other resources to marketing, training, and research and development
- G. Formal performance appraisal systems with incentives that are linked to specific performance measures

The interviews revealed that different companies interpret, adapt, and apply these factors in ways that address their unique history, management styles, and market sector. Nevertheless, those respondents with success in entering international markets (most of whom were linked to multinational corporations) acknowledged and took significant steps to ensure that each of the “helper” factors is entrenched within their company.

Respondents also discussed factors that they perceive to be obstacles to their ability to compete in the international arena. The following factors were offered as things that “HINDER” Egyptian companies’ ability to compete globally:

- A. Organizational structures that emphasize personal/familial relationships rather than merit, ensure that the CEO/Director retains most decision-making authority, and rely on oral communication rather than written processes/policies.
- B. Lack of a well-developed and empowered second tier and mid-level management team
- C. Failure of leaders to invest and participate in training beyond technical skill development (e.g., training that focuses on management skills, cross-cultural communication, team-building and collaborative decision-making skills, effective feedback and performance management, etc.)
- D. Tendency to make market decisions based on “supply” factors rather than “demand-based” analysis
- E. Government regulations and policies that are inconsistent and unpredictable because their application is based more on relationship than on objective criteria
- F. Government taxation, tariff, and monetary policies that impose overt and covert trade barriers and increase the cost of obtaining raw materials
- G. A volatile currency exchange rate

Note that most of the hindering factors are linked to a tendency to make decisions based on subjective criteria (i.e., personal relationships) rather than objective business-related criteria (i.e., merit, competency). Consequently, the management style that evolves is not predictable, consistent, or transparent. They are listed as hindrances rather than in a more affirmative terminology because respondents repeatedly described them as barriers or patterns that are

entrenched (or are perceived as being entrenched) within large segments of the Egyptian business community and they must be removed, corrected, or modified if greater numbers of Egyptian businesses are to become effective participants in the global marketplace.

This survey report discusses each factor, offers illustrations, and describes some of the best practices that have been implemented to maximum benefit. These factors are also related to the current literature. A summary listing of best practices has been included to facilitate further discussion and action planning.

Helping Factors

A. Work and/or life experiences that involve significant contact and interaction with U.S. and/or European organizations, culture, and people

Almost every respondent described a period of his/her life when they lived, studied, and/or worked in Europe or the United States. Many of the respondents completed their undergraduate or post-graduate degrees in European or United States universities. Others reported spending months or years working in companies outside of Egypt. When asked if, and to what degree, their experience outside of Egypt informed how they approach their business in Egypt, the responses were informative and impressive. Respondents' extended time outside of Egypt provided experiential support for an approach that is best summarized as: "my way is not THE way, it's only ONE way." Here are a few representative samples of the responses:

- *Spending time in the U.S. was eye-opening to the world of business, ways of conducting business, and opportunities in the private sector. Perhaps the key aspect was the emphasis on transparency (rules and procedures that are readily available to all and the ability of the individual to influence the system).*
- *My ability to understand my clients abroad is a result of the fact that I spent my formative years in a very different culture. It results in a willingness to try new ways of doing and presenting things. Being both an insider and an outsider is very helpful when doing business in the globalized marketplace.*
- *It shaped how I think and how I create my business plans.*
- *It exposed me to new concepts and placed emphasis on the human resources and communications side of the business. The importance and value of training was imbedded in me. It gave me a personal commitment to training and continuous improvement.*
- *In the U.S. I learned a different way of doing project management. It changed the way we implement and do the work. We became empowered and focused on the vision – always looking ahead. In Egypt, each unit has a leader who can block access or interrupt the work flow. Consequently everything of importance (decision-making) must go through the boss.*
- *In Egypt we place emphasis on technical expertise. In the U.S. the emphasis is on quality and marketing experience.*

These experiences provided respondents with a both systemic analysis and experiential context from which they could identify and apply innovative business principles, practices, and managerial techniques. Many respondents stated that they developed a respect for systems enhancement and collaborative decision-making only after experiencing it first-hand. Others emphasized how U.S. companies and businesses stress customer service as a way to build trust, loyalty, and business.

One respondent poignantly conveyed the significance of U.S. culture's focus on customer service when he offered the following anecdote:

My wife and I went to a pizza restaurant in [the Southern United States]. I ordered a large pizza pie. Much to my surprise the waitress said, "No, you don't want that. It's too big, you'll never finish it." This type of behavior is totally unheard of in Egypt. The fact that an employee would look out for the customer's interests and not try to sell them the most expensive item was shocking. So we followed her advice and ordered the medium size pizza. Of course she was right because we couldn't even finish the medium pizza. As we were getting up to leave, I was surprised again when she said, "Don't you want a doggie bag to take that with you?" This too is not something we do in Egypt. It taught me a lot about customer service.

This ability to think from others' perspectives, adapt one's behavior to accommodate other people's styles and needs, and consider alternative business strategies are traits that respondents attributed to their international work/study experiences.

These international experiences present a dilemma for some Egyptian business leaders. Their personal experiences and expanded perspectives are not shared throughout their organization. Consequently a gap in perceptions, business framework, and appreciation for alternative approaches can, and sometimes does, present an obstacle to organizational effectiveness.

Best Practices:

Those businesses that have acknowledged the importance of international contact and exposure to new ways of running the organization have implemented one or more of the following programs or approaches:

(1) International Buddy System

This program paired an Egyptian manager with a U.S. colleague or counterpart. The two people worked side-by-side in a shared office or cubicle for a period of months. The program emphasized on-the-job training by creating situations where the pairs had to engage in real-time problem-solving. The results were an internationally-savvy management team that was able to incorporate new approaches to project management, team-building, and decision-making when they returned to Egypt.

(2) International Internships

A few of the respondents who recognized the importance of international experience opt to send one or two managers (senior managers as well as mid-level managers) to spend one or two months working with a business partner, supplier, or customer in another country. This internship allows for direct contact and hands-on experience navigating another culture, while learning different approaches to business systems. The Egyptian manager shadows her/his colleagues and attends regular seminars to discuss what was observed, ask questions, and explore the business implications of these differing strategies. Most important, upon

their return to Egypt each manager or supervisor is required to make a presentation to peers and direct reports about what was learned and how it can be used to improve the business in Egypt.

(3) International Training Programs

Business leaders who want to ensure that they are not the only people with international experience, arrange for external training programs to be presented within their organization on a regular basis. These programs emphasize cross-cultural communication skills, collaborative problem-solving, and/or international approaches to quality and service.

Helping Factors

B. A corporate structure with clear lines of authority and responsibility

The term “corporate structure” refers to an organization where there is a separation between the ownership and management roles. It is also an organization that acknowledges the need for external audits, an independent role for managers, and established processes for decision-making and operational improvements. Respondents reported that in Egypt, many businesses have not adopted a corporate structure. Consequently, there are few systems of accountability, functional roles are blurred, and everything depends upon the opinion of the business leader/owner.

Those respondents who feel they have been successful in the global marketplace point to the important strategic role played by the Board of Directors, the operational independence of their management team, and the well-established systems that are in place. These organizations emphasized the fact that they have regular meetings, established systems of record-keeping and accountability, annual reports to share-holders, and executives that are held accountable to the directors.

Best Practices

(1) Separation of executive and ownership/shareholder roles

In companies with separate owners and executives, the majority of the members of the Board of Directors are comprised of people who are NOT employed by the company. The directors (along with the senior executive) are responsible for setting the strategy.

(2) Ongoing independent analysis of systems

The separation of ownership interest (and its accompanying accountability) from operational role encourages top leaders to demand and receive regular assessments of all aspects of the company. It is the existence of and pressure from these external auditors that help ensure that management is responsive and accountable (especially in terms of controlling costs).

(3) Transparent management policies and procedures

Senior managers who must account for their actions are more likely to be able to explain their actions and less likely to hide behind a sense of entitlement. More to the point, if behavior and decisions must be explained or justified there is less incentive to conceal the motives behind the behavior or decision.

(4) Meetings with written agenda disseminated before the meeting, minutes taken, and written action plans for follow-up and accountability.

Providing both an agenda and minutes after the meeting ensures that all key participants have knowledge, an opportunity to participate, and a mechanism to ensure accountability.

Helping Factors

C. Business strategy that emphasizes human resource and talent development

In the private sector, all businesses strive to maximize profit. Yet among respondents who participated in the interviews, a pattern emerged: those businesses that are focused on global competitiveness were much more likely to understand the necessity of investing in people in order to achieve business success. These respondents stressed the importance of leveraging talent, committing resources to ongoing human resource development, and recruiting managers with strong interpersonal and communication skills. Similarly, respondents that were not as internationally successful tended to discuss human resources as a ministerial function (e.g., compensation, benefits administration) rather than as an essential developmental function linked to the business strategy.

The differences in respondents' approaches to business was most evident when they were asked to describe the characteristics of an effective manager within their organization. Most respondents stated that managers need the following positive attributes:

- to be respectful,
- provide good customer service, and
- manage multiple tasks or projects.

However, those organizations that have *not* been able to compete globally were also more likely to describe effective managers as: able to get the job done, knowledgeable about the business, loyal, and flexible (willing to do a lot of jobs).

By contrast, respondents with a successful track record of operating in international markets outside of the Middle East were much more likely to list one or more of the following as essential managerial attributes:

- good communication skills (open-minded, able to listen)
- comfortable working in teams
- empowers subordinates
- can leverage others' ideas
- gives credit to those who deserve it

Egyptian respondents noted that the tendency to seek quick profits leads some executives to be reluctant to invest in organization development, managerial training, and human resource development. One respondent indirectly confirmed this pattern when he lamented the difficulty in finding high-quality human resource managers within Egypt. (The one exception, he noted, is the international hotel business because they *do* acknowledge the need for a well-developed human resource strategy and therefore often have qualified human resource managers.) He noted that in Egypt, many human resource people are former operations people who opted to "switch roles" without specific human resource training or skill development. Another respondent stated that it generally takes a three year investment in training and development to get an employee or manager fully integrated into the business. This respondent commented that too many of his colleagues do not see the value of such an investment.

Given Egyptians' tendency to emphasize the importance of personal relationships within all facets of life, including the business sector, it was initially difficult to distinguish between personal relationships and human resource management. Yet personal relationships emphasize the importance of knowing someone in order to obtain information, goods, or services, while human resource management focuses on creating systems and programs that care about people and their professional development. Once these two related but obviously different approaches were identified, the patterns become clearer.

Best Practices:

Those business leaders that grasp the need for an ongoing and focused human development strategy reflected that awareness in their response to each interview question. It was evident in how they talked about their core values, business plans, and recruitment strategy. These are some of the specific tactics they have used to increase their organization's competitive advantage:

(1) Hire based on attitude, approach, and interpersonal skill development

As one respondent noted, technical skills can be taught but interpersonal skills (e.g., emotional intelligence, listening skills, etc.) are much more important for businesses involved in the global arena. This shift in focus is reflected in recruitment strategy, the way in which job descriptions are written, and the entire interview and hiring process.

(2) Formal orientation and mentoring programs

One respondent has a mandatory two-day orientation program during which the President and each member of the senior management team makes a presentation about their business strategy, how their function contributes to the business success, and how they try to embody the corporate values. New hires are encouraged to ask questions and begin the process of building a relationship with senior management. Similarly, formal mentoring programs require all managers to incorporate succession planning into their business strategy. Having senior executives attend and actively participate in these programs signals and reinforces their importance.

(3) Dedicated training or organization development department with significant budget

Those respondents who were pleased with their efforts to enhance their company's global position opined that there is a correlation between training and lowering employee turnover. They view each employee and customer as a relationship that must be established, nurtured, developed, and monitored. One respondent allocates 10-15% of each employee's time for training and skill enhancement. Employees are given a menu of training options and the employee and supervisor agree to an annualized training curriculum. Having a separate training department with a broad curriculum is an essential component of this best practice.

Helping Factors

D. Rigorous commitment to quality that strictly adheres to international standards

At least three reasons surfaced as to why attention to quality is arguably the single-most significant factor in enhancing global competitiveness. First, if a company is serious about quality it must be cognizant of the international standards within its sector. This forces an Egyptian company to connect with the world outside of Egypt. A number of respondents reported that international standards are not frequently used as a requisite in government-issued specifications or in most discussions within each industry sector. Thus there is often little incentive for Egyptian companies to seek out and adopt these international standards. Second, quality assurance requires a shift from an oral culture/system to one where there are standardized (written) procedures that can be measured and monitored over an extended period of time. Given Egypt's apparent cultural preference for oral communication, paying attention to quality compels new ways of interacting. Third, it challenges the oft-stated Egyptian reputation for "cutting corners" and trying to pass off poor quality products.⁴

Many respondents reported that many Egyptian workers and managers believe that achieving a 70-80% quality standard is sufficient and that the effort necessary to improve that rating is not worth it. These respondents pointed out that to be a viable competitor in the European or U.S. markets, a company must be able to provide 100% quality assurance. Unfortunately, a number of both the U.S. and Egyptian respondents commented that there is an inappropriately high level of carelessness within many Egyptian work places. The lack of attention to quality extends from production of goods, to mistakes in making labels, marking cartons, and writing the bills of lading. Respondents involved in any aspect of the food production industry stated that in their sector, one quality standard -- an absolute guarantee of food safety -- is essential and supersedes concerns about other quality-related aspects of the product (e.g., taste, texture, etc.) or cost. Other respondents said that too many Egyptian companies have different quality standards for their domestic and international markets. This bifurcated approach sends the wrong message to employees and undermines local pride in Egyptian products. The successful global competitors make no distinction between domestic and export quality standards. At least one respondent noted that in meeting these high international standards, the company was helping to remove some of the stigma that has been linked to products that say "made in Egypt."

Focusing on quality and meeting international standards offers another potential benefit. More than one respondent noted that by increasing the level of quality both in its internal processes and the product/service it provides to the public, the company was faced with a steady increase in demand for its goods/services. This surge in demand resulted in expanding the business, hiring more staff, and thereby increasing the employment opportunities for Egyptian workers. Consequently, in a number of instances focusing on quality led to new jobs for Egyptians.

⁴ One respondent pointed out that Egypt's poor reputation for quality raises the bar for performance. He stated that while a shipment of goods from Greece with 5 defects is acceptable, a shipment from Egypt with even 1 defect will reinforce the negative stereotype about Egypt's lack of attention to quality.

Best Practices:

The leading companies ensure quality continuity by adopting standardized, formal processes and timetables in written procedure manuals. They have incorporated quality standards into all aspects of their operational systems as the following best practices demonstrate:

(1) Seek and obtain international quality certificates

Obtaining objective certification that a particular business or organization meets international quality standards provides Egyptian companies with a visa into the global marketplace. When seeking international partners for joint ventures, respondents report that these certificates (e.g., ISO9000) establish a common language and system of accountability.

(2) Establish independent and distinct internal quality assurance departments

The maxim “that which is formally established and funded is noted and shapes the culture” certainly applies to quality assurance departments. Although in a few instances respondents noted that quality appointments are perceived to be patronage jobs for family members, in most organizations, creating a highly visible quality department signals an organizational commitment to raising the bar of what is and isn’t acceptable quality. These departments help explain what is meant by “quality” and educate the workforce about what “doing a good job” means. They help challenge assumptions about what is “enough”. They can also be useful in shifting the organizational culture to one where everyone is viewed as either an internal or external customer who is entitled to demand and receive high quality work and accountability. These departments often ensure that quality pervades every aspect of the organizational culture: cleanliness of the work space and storage spaces, personal hygiene and appearance of all employees, rewards for people who identify quality breaches and notify the appropriate people. They drive ownership of quality improvement down to individual units, teams, and local departments. They also gather and disseminate information to all employees about internal or external changes in quality standards.

(3) Create certificates of competency for each job that are tied to international standards

The best companies make sure that quality is linked with individual performance standards rather than an abstract concept. One respondent established fifteen (15) competencies for its managers and then developed a separate training workshop for each competency. Another respondent requires each manager to achieve a 90+% passing rate for competency and quality standards within their unit in order to be eligible for any bonus.

(4) Ongoing external quality assurance assessments

Rather than rely exclusively on internal quality assessments, a few respondents use customer satisfaction surveys and hire external consultants to conduct quality assessments utilizing international standards. Those results are publicized internally and used as the basis for compensation and additional planning.

Helping Factors

E. Organizational cultures that encourage and reward participatory decision-making and continuous improvement

Respondents repeatedly said that Egyptians are raised in a culture with two strong values: (1) the desire to please and be courteous and (2) a reluctance to challenge authority. These values are embedded in the family, educational system, and in many workplaces. This dynamic leads many managers to avoid giving an opinion, fear making a mistake, be reluctant to provide a written analysis, and never admit when they are wrong. Consequently, executives that sought to encourage participatory decision-making and continuous improvement within their companies reported having to overcome these significant hurdles. They provided exasperated tales of managers and supervisors who cling to command and control styles of leadership (e.g., “Do what I tell you” or “We don’t pay you to think, just do your job”). Nevertheless, in many companies they *were* successful in transforming the organizational culture.

Executives that opt for transparent styles of leadership and communicate not only *what* the strategy is but also *why* that strategy or policy is being adopted report less resistance and more productive operations. Respondents use internal newsletters and other communication vehicles, weekly meetings, and question and answer sessions to invite dialogue. These respondents understand their role as symbolic leader and take actions designed to challenge assumptions, empower their managers and staff, and improve organizational effectiveness.

Respondents reported employing a variety of techniques to encourage their managers and staff to break out of established deferential patterns of interacting and to feel more comfortable offering their opinions and suggestions. For example, one respondent attends managerial meetings but remains silent offering no opinions. Another respondent said that whenever a manager seeks his advice or wants the executive to solve the problem the executive says, “Okay I’ll give you my opinion but my hourly rate is _____, are you sure you’re willing to pay me that amount?” This often changes the dynamic. Another respondent took all managers on a series of weekend retreats and modeled the desired new behaviors by talking about errors or mistakes in judgment he had made and then inviting participating managers to do the same. This exercise set the stage for a candid discussion of what’s working well and what needs improvement within the company. These respondents strive to ensure that expanded responsibility and risk-taking does not produce any punishment, blaming for mistakes, or retaliation for offering dissenting opinions or critical feedback.

Through the interview process, a distinction emerged between “innovation” and “continuous improvement”. Innovation often involves a dramatic modification and a concomitant allocation of a great deal of time and resources to effectuate the change. Continuous improvement, in contrast, occurs in small increments and can be implemented at various levels within the company (individual task, unit efficiency, systems enhancement, etc.). Consequently, continuous improvement empowers employees and invites reflection and suggestions. It also acknowledges that good ideas can come from any individual or sector of

the organization, regardless of title, education, or previous experience. United States and multinational corporations have distinguished themselves by integrating the concept of continuous improvement into the way they conduct every aspect of their business.

Best Practices:

(1) CEO hosts annual interactive discussion of business strategy with all employees

Informing all employees and obtaining their active buy-in and support as stakeholders in the company's strategy are what motivates these executives to hold briefings for their employees. Regardless of the size of the organization, these leaders insist that employees be afforded the same level of respect and courtesy that is demonstrated to shareholders and members of the Board of Directors. They report that the benefits are tremendous. There is better communication, greater attention to detail, and a willingness to offer constructive suggestions. These respondents distinguish between the decision-making process they use for development of strategy (which is done top-down) and the one used for process improvement (which is done bottom-up).

(2) Company-wide process improvement contests/campaigns

One respondent decided to engage the entire organization in an annual campaign for process improvement. Teams of employees are created along the lines of existing work units and each unit is invited to submit at least one suggestion for a process improvement. A committee reviews all suggestions and the top five suggestions are implemented amid considerable fanfare and commensurate compensation. Once launched, the program has generated considerable support and enthusiasm.

(3) Managers' role as "coaches" emphasized and everyone is rewarded for speaking out

One respondent utilized Peter Senge's concept of the learning organization⁵ to transform the organizational culture. Managers are required to devote at least thirty minutes each week to their staff during which time they share information, report their learning experiences, and focus on employee knowledge/skill enhancement.

(4) Annual mandatory time for all managers/executives to spend time working at a site wearing an employee uniform and/or on the shop floor

One respondent company requires each of its managers (whether their work is traditionally located in corporate headquarters or in a regional office) to don a uniform and work alongside a staff employee in its service operations. This hands-on contact levels the playing field, builds relationships, and helps both managers and staff to focus on and identify day-to-day operational challenges and areas for improvement.

⁵ P. Senge, *The Fifth Discipline*, MIT Press: Boston, Massachusetts, (1994).

Helping Factors

F. Ongoing commitment of funds and other resources to marketing, training, and research and development

Too often, marketing and sales functions are merged. Not all respondents grasped the need to survey and understand new markets. Consequently the concept of market segmentation (dividing the marketplace into demographic sub-units to better understand demand and develop strategies to meet that demand) was not as well-rooted within the Egyptian business community as compared with the U.S. respondents.

Respondents that acknowledged the need to “invest in people” demonstrate that awareness by devoting funds to ensuring that their staff – at all levels of the organization – remain committed to change and capable of designing and implementing needed changes. Recognizing that these skills generally are developed rather than inherently present, respondents have well-established training departments that run programs designed and presented by either external and/or internal personnel. These training departments provide customized training for people employed at all levels of the organization.

Egyptian respondents with an eye on global competitiveness recognize the need to conduct at least a quarterly SWOT analysis surveying both their internal environment (strengths and weaknesses) and the external marketplace (opportunities and threats). Respondents who struggle to keep their companies afloat said that they did not have the time or resources to devote to marketing or R&D efforts. These respondents suggested that it would be very helpful if these two aids to global competitiveness could be provided by the government.

Best Practices:

Despite shifts in the marketplace, respondents who felt they were successful in competing internationally attributed some of their success to having adopted one or more of the following strategies:

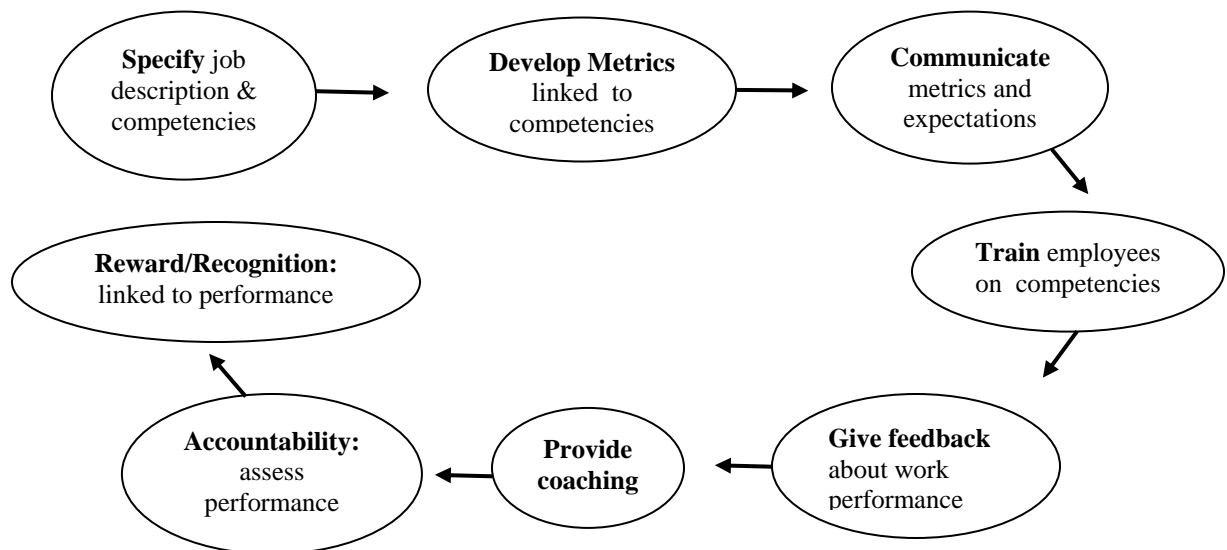
- (1) Expansion only into areas where the company has existing relationships and market knowledge
- (2) Support and reward reasonable risk-taking, even if it is unsuccessful
- (3) Use external consultants to assist with market research if it is not practical to establish an in-house marketing department
- (4) Dedicated budget to research and development (both product and process R&D)
- (5) Dedicated budget for employee training at all levels of the organization

Helping Factors

G. Formal performance appraisal systems with incentives that are linked to specific performance measures

The gap in human resource management systems was frequently evident when the topic of performance appraisals surfaced. A number of respondents acknowledged that formal performance appraisal systems are less common in Egypt. Respondents who had formed joint ventures with international companies were more likely to be familiar with and have adopted formal appraisal systems. After listening to various programs, the following sequence was constructed as a model for how to enhance the human resource potential of both managers and employees:

Model for Effective Performance Management



This model acknowledges the essential role that bilateral communication and training play in developing employees' competencies and creating a sense of fairness within the organization.

Respondents' incentive programs were quite varied. Three insights emerged from the interview data. First, it is important to involve employees in the selection of incentives so that they are meaningful rewards. Second, individual rewards may undermine the company's efforts to foster more teamwork. Third, shorter time frames for financial rewards and bonuses (monthly financial bonuses based on specific performance criteria) reinforce the link between quality performance and compensation.

One respondent explained the Egyptian approach to incentive programs by citing the following maxim: "Pay whomever is working for you before [his] sweat is dry." The more traditional Egyptian incentive programs reflect the cultural preference for respecting established relationships. In other words, bonuses are often linked to tenure, seniority, or personal affection rather than to merit-based criteria. In addition, the Islamic emphasis on

charity and support leads many employers to avoid implementing an accountability system that might result in an employee losing his/her job. Instead, respondents explained that traditionally, Egyptian employers have been more likely to hire an additional employee who can and will perform the requisite tasks and allow the poorly performing employee to remain on the payroll.

Best Practices:

- (1) Formal performance management systems that are predictable, consistent, and transparent (see model above)
- (2) Bonus and financial incentives are given to teams, not just to individuals
- (3) Culturally relevant rewards (e.g., paying for an employee to make a Haj to Mecca)
- (4) Employee involvement in reward and recognition programs (e.g., employees select ten (10) employees as the employee of the month)
- (5) Employee, manager, and customer surveys

Hindrances

More than just individual barriers, the factors detailed below were identified by respondents as entrenched obstacles to ensuring that Egyptian companies are able to compete in the global marketplace. Some of these hindrances undoubtedly have historical roots in Egyptian culture. Nevertheless, respondents asserted that each of these hindrances must be acknowledged as a hindrance and then concerted efforts must be expended to remove the hindrance and supplant it with new structures, new assumptions, and new attitudes that will enhance rather than hinder global competitiveness.

A. Organizational structures that emphasize personal/familial relationships rather than merit, ensure that the CEO/Director retains most decision-making authority, and rely on oral communication rather than written processes/policies.

The “one-man show” style of management continues to be an obstacle to enhanced organizational effectiveness for many Egyptian companies. Respondents suggested that this obstacle arises from an inability to separate the ownership and leadership/management roles. In too many Egyptian companies, these roles continue to be blended together.

Several respondents also noted the tendency of the executives of Egyptian companies to send their children to obtain undergraduate and possible graduate (MBA, Law, Engineering, or Finance) degrees at Universities in the U.S. or Europe and then reward their children by appointing them to senior management positions when they join the company. Rather than have the family member work his/her way up through the organization (albeit on a fast track), Egyptians place these relatives in senior level job titles. Since most decisions continue to be made by the founder/director, these senior managers are not perceived as key strategists or decision-makers. Nevertheless, some managers and employees will try to approach these family member managers in an attempt to have them leverage their relationships to influence the sole decision-maker – the executive/owner. One way to counter this dynamic is to hire and promote people to senior managerial roles based on objective criteria rather than on personal relationship.

The reluctance to rely on written communication impacts the way some Egyptian companies run their business meetings. International companies are somewhat distressed when they encounter Egyptian businesses that fail to provide a written agenda before the meeting, don’t take minutes during the meeting, and do not create written action plans with timetables and assignment of responsibility for items discussed at the meeting. According to respondents, these “organizational basics” are not yet the norm in many Egyptian companies.

Finally, the lack of consistent and supported delegation of authority perpetuates this one-man show leadership. Efforts to delegate authority to senior managers often encounter significant resistance to the change among employees. This employee disgruntlement then becomes the rationale for an executive to say, “I tried to delegate but it just wouldn’t work.” The U.S. respondents noted that this one-man show leadership model necessitates talking *only* with the top person in the company because no one else has the authority to make an important decision. It also makes the Egyptian company much less appealing as an international

business partner. Unrestricted delegation of decision-making authority to a senior manager within a well-established and well-articulated scope of authority would help eliminate this hindrance.

B. Lack of a well-developed and empowered second tier and mid-level management team

Respondent commercial banks and other funding institutions as well as the multinational corporations looking for Egyptian business partners said they frequently ask, “Do you have Vice Presidents and General Managers with strategic decision-making authority?” If the answer is “No”, they look elsewhere. This question serves some respondents as a litmus test to ascertain the type of leadership style and culture within a potential business partner’s company. Egyptian companies that fail to cultivate a dynamic second and middle tier management team become less viable and less attractive as a potential global partner. Moreover, senior managers that are restricted to roles that require them to be operational implementers of the President/Director’s vision fail to develop their skills and experience as strategic planners, collaborative decision-makers, and systemic problem-solvers.

C. Failure of leaders to invest and participate in training beyond technical skill development (e.g., training that focuses on management skills, cross-cultural communication, team-building and collaborative decision-making skills, effective feedback and performance management, etc.)

According to the survey, it is telling that those respondents who are actively engaged in global commerce are also more likely to emphasize the importance of interpersonal and communication skills training for both managers and staff. These respondents also said that they frequently demonstrate their support for this type of training by attending more than one seminar along with their employees. Respondents said that too many of their Egyptian business colleagues view training as an expendable luxury. If they *do* fund training it’s usually limited to technical skill development (how to complete a particular task) rather than the more globally relevant interpersonal skills (e.g., team-building, communication across-cultures, problem-solving). Moreover, too many Egyptian managers view training as “good for others” but find it unbecoming for a senior manager to attend a training session.

D. Tendency to make market decisions based on “supply” factors rather than “demand-based” analysis

The three previously mentioned hindrances contribute to prevalence of this organizational misstep. According to respondents, Egyptian companies that retain the historically hierarchical form of leadership do not have a strong senior management team able to actively assess the benefits and challenges of a particular strategy. This leaves the executive isolated, insulated, and unduly confident that he can expand wherever he wants. This business arrogance leads the executive to assume that because he/she has led their company to success

with one product or in one sector, they can easily enter other sectors or markets. Consequently there is little check on the pace or scope of business expansion. There is little or no investment in risk management.

Conversely, respondents who have entered international markets are more cognizant of the necessity to consider and balance numerous market factors. They recognize that success is not dependent solely on charisma, determination, and available funds. They understand that organizations exist within markets and that one must gather information about what their current and prospective customers need and want. They tend to display a greater sense of humility and focus more on understanding the other rather than asserting their point of view. In the world of commerce this means continuously surveying the customer, looking out for and protecting the customers' needs, and making sure that demand *precedes* supply. These global competitors also have risk managers employed in-house and use risk-assessment as an integral part of their strategic planning process.

E. Government regulations and policies that are inconsistent and unpredictable because their application is based more on relationship than on objective criteria

Most respondents commented that government can be a significant hindrance to enhancing Egyptian companies' ability to compete in the global arena. In particular, the fact that government officials and bureaucrats have the ability to obstruct or delay decisions, impose unforeseen obstacles, or deny access to critical information interferes with companies' ability to plan and implement improvements or expand their business. As one respondent succinctly observed: *"Government reform is always personalized and not institutionalized so the system never improves and the playing field never levels."*

This inconsistency and lack of predictability inhibits risk-taking and causes business leaders to try to "guess". In addition, it is often necessary to pass through numerous layers of bureaucratic red tape in order to obtain needed approvals. Any individual government employee can block access to the next level in the approval process. Consequently, it's as if each government person is saying, "I'll do it for you this time." This response offers little comfort since there is no assurance that the next time things will be the same or that any less time and effort will have to be expended in obtaining a similar approval or authorization.

When personal relationships drive all policy changes it impedes continuity and also requires each business to expend considerable time and resources to cultivate and maintain relationships with key government officials. This dynamic not only is a disincentive for multinational corporations who may want to partner with an Egyptian business but it also inhibits Egyptian companies who want to be able to conduct their business internationally.

F. Government taxation and tariff policies that impose overt and covert trade barriers and increase the cost of obtaining raw materials

Respondents offered high praise for the government's pending policy reform of the Egyptian banking and bankruptcy law. In addition, the establishment of a Ministry of Communications and Information Technology to promote Egyptian businesses and the positive role that the Ministry of Foreign Trade has played in training its trade representatives to aggressively advocate on behalf of Egyptian businesses in various countries around the globe garnered respondents' respect. Yet some respondents pointed to the fact that many of the business conferences (to enhance joint ventures and identify investment opportunities) held abroad too often do not receive the necessary post-conference financial support to ensure that there is follow-through.

The Egyptian government's taxation and tariff policies were frequently mentioned as obstacles to global expansion. Respondents described the situation as follows:

Egyptian laws and policies allow customs officials who "catch" violations to take a percentage as a reward. So every customs employee tries to set things up and interpret every action so they are "catching" you and getting a reward. For example, a competitor may arrange to purchase a small amount of cargo at a very high or greatly reduced price and thereby give the customs official a comparative bill of lading with which to assert that your company is violating a customs regulation.

Another respondent pointed out that the Ministry of Supply and Home Trade employs 19,000 people as inspectors whose sole role is to search for violations. Not surprisingly, a significant number of these inspectors manage to find numerous violations. Respondents also complained about the lack of standardized procedures for payment of taxes. The lack of a computerized tax payment system creates additional opportunities for individual bureaucrats to manipulate the system.

Finally there was a strong sense that the government and the state-owned companies do not pay sufficient attention to containing costs. Consequently, it becomes more difficult for Egyptian companies to compete globally. Unrestricted costs can be the difference between offering a competitive price and pricing oneself out of the market.

G. A volatile currency exchange rate

The recent de-valuation of the Egyptian pound coupled with the government's insistence that contract bids and proposals be submitted with budgets using Egyptian pounds rather than the euro or dollar impose an additional burden on Egyptian companies who will have to purchase their raw materials from the external markets. They are subject to the rapid fluctuations in the exchange rate for the Egyptian pound and therefore may lose a considerable amount of money. This component of the monetary policy undermines Egyptian companies' efforts to increase their levels of export.

Literature Review

As this survey underscores, the way business is conducted in the global marketplace is undergoing significant changes. No longer can managers depend on an industrial age model that in the past has shaped perceptions, values, and behaviors. In this global age managers are challenged to create new management systems and organizations that grow beyond cultural limitations to become truly cosmopolitan. Harris and Moran (1991) make the point that the following ten key concepts are important to the effectiveness of global managers:

- Cosmopolitan
- Cultural Sensitivity
- Effective intercultural performance
- Changing international business
- Work culture
- Intercultural communication
- Acculturation
- Cultural management influence
- Cultural synergy
- World culture

They further suggest that these concepts be incorporated into Business Schools and Management Studies. As influential scholars in the field of cross-cultural management, their concepts will be used as organizing principles to better understand the findings of this Survey. The definitions of the concepts are set forth below.

Being cosmopolitan: *The ability of managers or leaders to be open and flexible in dealing with people from different backgrounds.* It is increasingly important to develop a pool of internationally mobile cosmopolitan managers. (see Borg, 1988; Bruce, 1989; Kanter, 1995). The inability to develop these managers may mean that businesses will not be able to compete against major global competitors (see Adler and Bartholomew 1992; Harvey, 1977; Lubin, 1996).

Intercultural communication: *Managers who have these skills are aware that even when people speak the same language, cultural differences can alter meaning.* Hofstede (1980) describes in depth the relationship between national culture and organizational structures and processes. Examples of this relationship include authority relationships, rulemaking behavior, and how managers express their opinions. (Hofstede, Neuijen, Ohayv, & Sanders, 1990).

Cultural sensitivity: *Knowledge about cultural influences and the ability to translate this knowledge into effective relationships with those who are culturally different.* Support for the importance of this skill comes from a study done by Nichols (et al, 2002) which found that managers with cultural sensitivity are better able to adapt to the social environment they are living in and develop relations with others from different backgrounds. This skill is key especially for individuals doing marketing or sales jobs, since in this case the need for cultural sensitivity and an ability to adapt to the social environment of a varied customer base would be heightened.

Acculturation: *The ability to avoid ethnocentrism.* Managers who have this ability can adjust to different cultures. The literature suggests there is growing difficulty in developing internationally mobile managers because of cost concerns, employee unwillingness to be at

the company's beck and call, and the risk of failure (Black et al., 1999; Jagatsingh, 2000). Nevertheless, the benefits to the business can be significant: international operational continuity and organizational learning via developing managers with international experience (Downes and Thomas, 2000).

Understanding cultural management influences: *The ability of managers to adapt the modern principles of administration to home culture.* Managers with this competency are aware that what may be acceptable in one culture may not be acceptable to the home culture therefore a strong emphasis is placed on educating employees in the home culture to be more culturally savvy and adaptable. The rapid diffusion of technology and industrialization practices across cultural boundaries has led to the waning influence of national culture on organizational governance, structure, and business strategy. Nevertheless, leadership styles, behaviors, and attitudes of organizational members continue to be shaped by their cultural values (Child, 1981:347).

Effective Intercultural Performance: *Learning cultural theory and insight to cross-cultural situations that affect people's performance on the job.* These managers are able to plan and to develop strategies for overcoming cultural challenges and limitations. They anticipate the pressures of culture shock and overseas deployment. They keep themselves current as to the changing global environment. If companies want to develop international business, managers must prepare themselves for working in another country with different cultural institutions (see Black and Gregersen, 1999). Managers with successful expatriate experience are useful in the development and functionality of international enterprises (Stroh and Caligiuri, 1998).

Changing international business: *Addressing the interdependence of business activity throughout the world.* These managers understand the importance of implementing universal technology and other systems but also recognize the need to make these activities culturally relevant to their employee population.⁶

Brown and Ataalla (2002) point out in their study that when Egyptians do something that does not meet the standard they may respond in a variety of ways – each response has a different meaning or cultural significance. To misinterpret or misunderstand the response can lead to friction or misattribution of attitudes or behavior. So understanding how to respond to employees when the company is trying to meet quality standards is very important.

The importance of culture cannot be underestimated. Culture gives people a sense of identity in terms of human behavior and values. There are few studies that examine this question directly. Often Egypt is included with other nations in the Middle East (Badawy, 1979, 1980). There are a few studies that investigate Egyptian organizations from a cultural perspective. Youssef (1974) includes Egypt in a study of cross-cultural communications

⁶ Respondents demonstrate this concept when they talk about the need to create incentives that are culturally relevant. Respondents also spoke of developing quality standards aligned with established international standards. While from a U.S. perspective this linkage to international standards might seem an obvious and straight-forward activity, in Egypt this may not be so readily accepted.

between North Americans and Middle Easterners. Other studies which look at the cultural interface between foreign companies are Hallam (1993) and Parnell and Hatem (1996).

Cultural synergy: *The act of building on people's differences for the purpose of mutual growth and development.* This concept is the mixing of the best in varied cultures, looking for the widest input to develop solutions that could not be arrived at by any one group alone. Soderberg and Holden discuss that much of the literature describes cross-cultural management as the avoidance of misunderstandings, value conflicts, and different world-views. This tendency obscures the potential of growth and creativity that can result from different cultures working together. Some scholars have pointed out that handling cultural differences wisely can result in competitive advantage and organizational health (Dupriez and Simons, 2000: Harris and Moran, 1979: Hoecklin, 1995, Morosini, 1998, Soderberg et al., 2000: Viney, 1997).

Morosini, (1998) and Gersten and Soderberg (2000) who have conducted studies of how cultural differences can affect international organizations which have merged point to the benefits of having employees and managers reflect on their cultural identifications and their organizational practices. This reflection builds the capacity for insight in understanding how culture impacts the work processes and the basis for identification for the new emerging organization.

Work culture: *Using the framework of culture to analyze how people work at given historical times.* The work cultures of hunters, farmers, factory workers, and information workers can be studied for a better understanding of how people think about their work. Currently we are in an age of developing a global work culture. This global work culture is essentially the emergence of the knowledge economy in which firms face the challenge of developing a work culture that promotes organizational learning and fosters the sharing of knowledge both within the company and among arrays of networks which link it to its stakeholders (Burton-Jones, 2000; Dixon, 2000)

World culture: *A concept that recognizes the intensification of a universal culture.* The forces of communication, travel, and economic success intensify the development of this universal culture (Ronen, 1994; Schwartz and Bilsky, 1987). Negotiating trade agreements among countries, solving conflicts with multinational organizations, and undertaking joint ventures demand business leaders who are able to develop broad, international goals that take into account the commonalities across cultural environments (De Cieri and Dowling, 1995; Hamilton and Kouse, 2001).

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Summary of Best Practices

A. Ensuring work/life experiences outside of Egypt

- International buddy system
- International internships for mid-level managers and supervisors
- International training programs

B. A corporate structure with clear lines of authority and responsibility

- Separation of executive and ownership/shareholder roles
- Ongoing independent analysis of systems
- Transparent management policies and procedures
- Meetings with written agenda disseminated before the meeting, minutes taken, and written action plans for follow-up and accountability.

C. Business strategy that emphasizes human resource and talent development

- Hire based on attitude, approach, and interpersonal skill development
- Focused orientation and mentoring programs
- Dedicated training or organization development departments (with budgets)

D. Rigorous commitment to quality that strictly adheres to international standards

- Seek and obtain international quality certificates
- Establish independent and distinct internal quality assurance departments
- Create certificates of competency for each job that are tied to international standards
- Ongoing external quality assurance assessments

E. Organizational cultures that encourage and reward participatory decision-making and continuous improvement

- CEO hosts annual interactive discussion of business strategy with all employees
- Company-wide process improvement contests/campaigns
- Managers' role as "coaches" emphasized and everyone is rewarded for speaking out
- Annual mandatory time for all managers/executives to spend time working at a site (wearing an employee uniform and/or on the shop floor)

F. Ongoing commitment of funds and other resources to marketing, research, and development

- Expansion only into areas where the company has existing relationships and market knowledge
- Support and reward reasonable risk-taking, even if it is unsuccessful
- Use external consultants to assist with market research if it is not practical to establish in-house marketing departments
- Dedicated budget to research and development (both process and product R&D)

G. Formal performance appraisal systems with incentives that are linked to specific performance measures

- Formal performance management systems that are predictable, consistent, and transparent

- Bonus and financial incentives are given to teams, not just to individuals
- Culturally relevant rewards
- Employee involvement in reward and recognition programs

Recommendations for USAID/Egypt and PfCE

This survey is a preliminary inquiry into a very broad and multifaceted topic. Further research projects may further illuminate the topic of identifying key factors that support increased international competitiveness. For example, a more in-depth longitudinal study might focus on a few Egyptian businesses and trace how some of the best practices impact their efforts to expand into foreign markets (whether done alone or with international joint venture partners). Another option would be to survey the Egyptian public sector organizations. A third option would be to analyze the financial data of particular companies to ascertain how effective their global efforts are in improving the company's financial status.

In addition to these research options, we offer the following specific programmatic suggestions for USAID/Egypt to assist it in its future planning and curriculum development activities:

Expand level of international expertise for Egyptian businesses:

- (1) Establish international work internships for mid-level managers and supervisors. If possible, the program should afford participants maximum exposure to the host country's culture. One option would be to have the managers live with a local family during the two month period of the internship.
- (2) Incorporate skill-building focused on the 10 key concepts mentioned in the literature research as an integral part of all USAID/Egypt and MDI curricula.
- (3) Organize sector-based groups to review and disseminate information on international trends, trade agreements, and quality standards.
- (4) Identify key international standards and put together certificate programs designed to help Egyptian companies meet those standards.

Promote collaboration, innovation, and teamwork:

- (1) Establish an Egyptian Entrepreneurial Institute to encourage innovation and teach participants how to proceed from conceptualization to implementation of a new business idea.
- (2) Work with the private sector to create a Team-Building Institute that will provide an ongoing forum for learning team-building skills and engaging in periodic problem-solving. After the initial training is completed, these cohort groups of managers and/or employees might meet quarterly.

Facilitate communication within and among the Egyptian business community

- (1) Partner with NGOs and create a communication mechanism among Egyptian business leaders (e.g., newsletter) to identify and discuss successes, missteps, and lessons learned about efforts to expand into international markets.
- (2) The EDP should include a weekend session on corporate structure and governance.

Leverage USAID/Egypt as an agent of change

- (1) Use the MDI to launch a partnership between government and the private sector that focuses on developing governmental policies and regulations that are more predictable and consistently implemented.
- (2) Establish a pilot study focused on how adherence to international standards (and the resultant expansion of business domestic and international business opportunities) can lead to expanded employment opportunities for Egyptian workers.
- (3) Work with NGOs, government, and other aid agencies to develop pilot programs to assist Egyptian businesses in implementing the list of best practices and monitor whether these best practices can be used to expand businesses and create new employment opportunities for Egyptian workers.

Partner with the academic community

- (1) Establish business internships for students in business-related studies to increase their knowledge of what it means to be global citizens.
- (2) Fund scholarships for Egyptian students to gain experience working in international companies.
- (3) Partner with Egyptian universities to develop culturally appropriate curricula that will facilitate knowledge and skill-enhancement of the key concepts linked to global effectiveness.

Appendix A:

***Focus group questions and list
of focus group participants***

FOCUS GROUP QUESTIONS

- 1. What types of information should we gather in a cross-cultural study to assist you in working with and interacting with people from the US or other global markets?
- 2. What are the indicators you use to evaluate the success of your company in competing internationally?
- 3. What are the 3-5 factors that have helped you in your efforts to move into marketplaces outside of Egypt and the Middle East?
- 4. What are the 3-5 factors that have made it more difficult for you in your efforts to move into marketplaces outside of Egypt and the Middle East?
- 5. In reflecting on your past interactions with U.S. colleagues, potential business partners, and/or instructors, what information would you have liked your U.S. colleagues, potential business partners, and instructors to have known about Egyptian culture, communication and learning styles, and management practices prior to interacting with you?
- 6. What information would you like to have known about U.S. culture, communication and learning styles, and management practices prior to interacting with U.S. colleagues, potential business partners, and instructors?
- 7. When you are trying to enter foreign or global markets, what tactics and techniques do you use? Is this different from what you do when you're trying to expand your markets within Egypt or elsewhere in the Middle East?

Focus Group Participants

Dr. Ahmed F. A. Wahab	Managing Director	TRAXX MAK Brake Lining Co.
Amr Shaker	President & CEO	Egyptian Group Co.
Wael Borhan	Chairman	MISR for Urbanistic Development & Tourist Projects Co. MISR International Construction Co.
Tony Freiji	Vice President	Wadi Holdings
Mahy Lasheen	Business Manager	ENCOTROF
Hisham El Attal	Director	Egyptian Traders
Hassan Khatib	Partner	CIIC (Commercial International Investment Co.
Ahmed El Hefnawy	President	InfoSoft

Appendix B:

List of interview participants

Interview Chart: Egyptian Respondents

#	Date of Interview	Name of Interviewee	Email of Interviewee
1	3/15/03	Dr. Ahmed Bahgat Fattouh Chairman, Bahgat Group	abahgat@internetegypt.com
2	3/16/03	Mohamed Omran Chairman & CEO MISR Information Services & Trading	mist@mist-net.net
3	3/16/03	Tarek Z. Tawfik Managing Director Farm Frites	ttawfik@farmfrites.com.eg
4	3/16/03	Mohamed Kassem Chairman World Trading Company	kassem@wtc-egypt.com
5	3/17/03	Omar El Derini Chairman & Managing Director FAOM Consult Limited	odredwing@link.com.eg
6	3/17/03	Taher Samir Helmy Helmy, Hamza & Partners Baker & McKenzie	taher.s.helmy@bakernet.com
7	3/17/03	Helmy Abouleish Managing Director SEKEM Group	helmy.abouleish@sekem.com
8	3/18/03	Hussein A. Fakhry & Cherifa Rachad-Fakhry Owner-President A. Fakhry & Co.	a.fakhry@starnet.com.eg or a.fakhry@lycos.com
9	3/17/03	M. Shafik Gabr Chairman & Managing Director ARTOC Group for Investment & Development	chairman@artoc.com
10	3/18/03	Amir Medhat Wissa Assistant Managing Director BTM / Bishara Worsteds Wool Manufacturing Co.	NONE
11	3/19/03	Ramzi Nasrallah Vice President WADI Holdings Group	ramzi@wadigroup.com

12	3/19/03	Osama Hashim, Development Manager & Adel Agib Wassif, Chairman's Technical Office Manager	develop@siac.com.eg aa@siac.com.eg
13	3/19/03	Gamal Moharam Managing Director Egyptian Commercial Bank	gmoharam@ecb.com.eg
14	3/20/03	Hussam Leheta Chairman & Managing Director Egytrans	chairman@egytrans.com.eg
15	3/20/03	Medhat Iskander General Manager Kamena	kamena@kamena.com
16	3/20/03	J. Stephen Helburn & Maged Ayoub Managing Director & Director of International Marketing Ideal Standard (licensee of American Standard, Inc.).	jhelburn@idealstd.com ayoubM@idealstd.com
17	5/21/03	Mohamed A. El-Hamamsy Deputy Chairman, Vodafone	mhamamsy@vodafone.com.eg
18	5/21/03	Mohamed Farouk Hafeez Executive Vice President of Human Resources Americana Group, SAE	mfarouk@americana-group.com
19	5/21/03	Mostafa El Halwagy Board of Director Member Cairo Food Industries (Heinz Company)	melhalwagy@heinz.com.eg
20	5/22/03	Magdy Khairallah Chairman Data Management Systems ICT Chamber of Industry Global Business Systems High-Tech Automated Systems	magdykh@dmsegypt.net
21	5/25/03	Ayman Laz & Sobhy El-Sehrawy Board Director & Deputy General Manager Egypt Kuwait Holding Co.	alaz@ekholding.com ssehrawy@ekholding.com
22	5/25/03	Walid Gad Vice President, Middle East General Manager, Egypt Fujitsu	Walid.gad@services.fujitsu.com

Interview Chart: U.S. Respondents

1	4/15/03	Thomas E. Thomason Vice President & Country Executive Intergen	
2	5/5/03	Judith Barnett Partner P & A Consulting Group	Judith.Barnett@PAConsulting.com
3	5/7/03	G. Steven Farris President, CEO, & COO Apache Corporation	Steve.farris@apachecorp.com
4	5/8/03	Ashraf Rizk Chairman & CEO Chemonics, Inc.	arizk@chemonics.com
5	5/25/03	Asem M. Elgawhary, PhD. P.E. General Manager, PGESCO Vice President and Manager of Egyptian Operations Overseas Bechtel, Inc. Khaled Abou Rehab Operations Manager PGESCO	aelgawha@bechtel.com karehab@bechtel.com
6	7/16/03	Ted Sattler Group Executive Vice President for Foreign Operations Phillips-Van Heusen Corporation	tedsattler@pvh.com

Interviewees (by Sector)

<i>Sector</i>	<i>Interviewees</i>
Clothing/Textiles	Sekem Group (Helmy Abouleish) Worsted Wool Mfg Co (BTM) (Amir Medhat Wissa) Phillips-Van Heusen (Ted Sattler)
Agricultural Production (fresh and/or processed food)	Farm Frites (Tarek Tawfik) Sekem Group (Helmy Abouleish) WADI Holdings Group (Ramzi Nasrallah) Americana Group (Mohamed Farouk Hafeez) Cairo Food Industries (Mostafa El Halwagy)
Information Technology	MISR/MIST (Mohamed Omran) Vodafone (Mohamed A. El-Hamamsy) Data Management Systems / High-Tech Automated Systems (Magdy Khairallah) Fujitsu (Walid Gad)
Basic Manufacturing	Bahgat Group (Ahmed Bahgat Fattouh) ARTOC Group (M. Shafik Gabr) Kamena (Medhat Iskander) Ideal Standard (J. Stephen Helburn)
Engineering & Project Management	NR Group/SIAC Industrial & Technical Engineering Co (Adel Agib Wassif & Osama Hashim) Intergen (Thomas E. Thomason) FAOM Consulting Ltd (Omar El Derini) Apache Corporation (G. Steven Farris) PGESCo & Overseas Bechtel, Inc. (Asem M. Elgawhary)
Chemicals/Essential Oils	A. Fakhry & Co. (Hussein Fakhry & Cherifa Fakhry) Kamena (Medhat Iskander)
Miscellaneous Manufacturing	Bahgat Group (Ahmed Bahgat Fattouh) [marble]
Trading/Consulting	World Trading Company (Mohamed Kassem) Egypt Kuwait Holding Co. (Ayman Laz) Baker & McKenzie (Taher Samir Helmy) [law] Egytrans (Hussam Leheta) [shipping] P & A Consulting Group (Judith Barnett) Chemonics (Ashraf Rizk)
OTHER	ARTOC Group (M. Shafik Gabr) [real estate, publications, consumer products, automotive sales] Egyptian Commercial Bank (Gamal Moharam) [banking]

Appendix C:

*Interview questions for
Egyptian and U.S. respondents*

USAID / Egypt Project [Egyptian Questions]
Interview Form

Date:

Name of Person interviewed:

Name of company:

Position with the company/title:

How long with the company?

How long in your current position?

Email address:

I. BACKGROUND (Past Experience with US & other Global Markets)

1. Tell us a little bit about yourself and your history interacting with the US or European countries
 - a. Where were you educated?
 - b. How much time have you spent in the US? (As student? Tourist? Other?)
 - c. How much time have you spent interacting with people from the US? (in what context or capacity?)
 - d. How long have you been interacting with US or other global companies?
2. In your opinion, have these previous experiences and interactions with the US influenced your decisions or how you approach the issue of global competitiveness? [please explain]

II. YOUR BUSINESS

3. What kind of business(es) is your company involved in?
4. Do you have any offices outside of Egypt and the Middle East?
5. Where?
6. Number of employees in company
7. Do you do business in other non-Egyptian and non-Middle East markets? Which ones?
8. In the last 2-3 years, what changes, if any, have you made in your company to help it be more competitive with or enter US/global markets?
9. When did you or your company first become involved with or enter US markets? [How

did that come about? What methods did you use to reach US or European markets?]

10. What, in your opinion, are the 3-5 factors that have helped you move into US or global marketplace?

INTERNAL to your org'n

EXTERNAL to your org'n

11. What, in your opinion, are the 3-5 factors that have MADE IT MORE DIFFICULT for you and your company to move into US or global marketplace?

INTERNAL to your org'n

EXTERNAL to your org'n

12. Have you tried to establish any joint business ventures in US or other global markets? [how many?]

III. VIEWS & OPINIONS

CORE VALUES:

13. What are the core values that drive your business or that you bring into the business?

14. How do those core values get communicated or incorporated into the day-to-day business operations?

15. How do you make sure that your managers support these core values?

16. How do these core values impact or inform your efforts to compete in US or global markets? Can you give me an example?

17. Have you experienced any clashes or differences in core values with US/global business colleagues? Please explain

MANAGERIAL EFFECTIVENESS

18. In your opinion, what is an “effective manager” in your organization?

19. In your opinion, what should an Egyptian manager do to motivate the workers/staff?

20. What are the incentive methods that are used in Egypt to ensure that employees are motivated and rewarded?

21.How much turnover is there in your organization?

STRATEGY

22.What is the decision-making process you use in your organization to make major business decisions?

23.Can you share an example of the process you used in a recent major business decision?

24.Do you plan to expand into global or US markets?

25.What process did you use to develop this business strategy?

26.How do you get your managers or workers to commit to and support your business strategy? [what tools/techniques do you use?]

27.What tools do you use to survey the marketplace and find out what your competitors (both within Egypt and around the globe) are doing?

TRAINING & R & D

28.What resources, if any, does your company devote to training managers and/or staff?

ORGANIZATIONAL CULTURE/CLIMATE:

29.If I were going to walk through your company or ask your workers to describe the company, what would they say about the organizational culture or climate? [what's it like to work here? What do employees like most and least about this company?]

30.If you could change ONE THING about the organizational culture of your company, what would it be and why?

31.In your opinion, what were the similarities and differences in the ways that Egyptians and US business people think about or approach the importance of having training for staff and/or managers?

33. Other questions we should have asked?

USAID / Egypt Project [US Questions]
Interview Form

Date:

Name of Person interviewed:

Name of company:

Position with the company/title:

How long with the company?

How long in your current position?

Email address:

I. BACKGROUND (Past Experience with US & other Global Markets)

32. Tell us a little bit about yourself and your history interacting with Egypt:

33.

- a. Where were you educated?
- b. How much time have you spent in Egypt ? (As student? Tourist? Other?)
- c. How much time have you spent interacting with businesspeople from Egypt? (in what context or capacity?)

34. In your opinion, have these previous experiences and interactions with Egypt (Egyptian business and culture) influenced your decisions or how you approach your current business interactions with or in Egypt? [please explain]

II. YOUR BUSINESS

35. What kind of business(es) is your company involved in?

36. Do you have any offices in Egypt? (how many?)

37. Where?

38. Do you do business in other Middle East markets?

39. Which ones?

9. Are any of your senior managers from the US or other European countries working in Egypt?

10. Which ones?
11. In the last 2-3 years, what changes, if any, have you made in your company to help it be more effective in conducting business in Egypt or with Egyptian businesspeople?
12. When did you or your company first become involved with or enter the Egyptian market?
13. [How did that come about? What methods did you use to reach the Egyptian markets?
14. What, in your opinion, are the 3-5 factors that have helped you move into the Egyptian marketplace?

INTERNAL to your org'n

EXTERNAL to your org'n

15. What, in your opinion, are the 3-5 factors that have MADE IT MORE DIFFICULT for you and your company to move into the Egyptian marketplace?

INTERNAL to your org'n

EXTERNAL to your org'n

16. Have you tried to establish any joint business ventures in Egypt? [how many?]
17. Have these joint venture efforts been successful?
18. Why/why not?
19. What factors contributed to them being successful or unsuccessful?

III. VIEWS & OPINIONS

CORE VALUES:

20. What are the core values that drive your business or that you bring into the business?
21. Do you think these values are similar to or different from the core values that drive Egyptian businesses?
22. In what way are they similar/different?

23. How do those core values get communicated or incorporated into the day-to-day business operations?
24. How do you make sure that your managers support these core values?
25. How do these core values impact or inform your company's efforts to succeed in the Egypt? Can you give me an example?
26. Have you experienced any clashes or differences in core values between US and Egyptian business colleagues? Please explain

MANAGERIAL EFFECTIVENESS

27. In your opinion, what is an "effective manager" in your organization?
28. What are the similarities and differences in the way that US and Egyptian managers approach their work?
29. What are the similarities and differences in the incentive methods that are used in Egypt and the US to ensure that employees are motivated and rewarded?
30. How does the fact that there is little or no employee turnover in Egypt impact your ability to run the business and your management style?

STRATEGY

31. What is the decision-making process you use in your organization to make major business decisions?
32. Is there a difference in how decisions are made in the US and in Egypt? Please explain.
33. What is your current business strategy as it relates to expanding in Egypt?
34. If yes, what process did you use to develop this strategy?
35. How do you get your managers or workers to commit to and support your business strategy in Egypt?
36. What economic factors drive your decision-making?

37. What tools do you use to survey the marketplace and find out what your competitors in Egypt (both within Egypt and around the globe) are doing?

TRAINING & R & D

38. What are the similarities and differences in terms of the resources that your company devotes to training managers and/or staff in the US versus Egypt?

ORGANIZATIONAL CULTURE/CLIMATE:

39. What are the similarities and differences in terms of the organizational culture or climate of your business in the US versus Egypt?

40. If you could change ONE THING about the organizational culture of your company in Egypt, what would it be and why?

41. In your opinion, what were the similarities and differences in the ways that Egyptians and US business people think about or approach the importance of having revenue devoted to research and development?

42. In your opinion, what are the similarities and differences in the ways that Egyptians and US nationals approach or interact with government people?

43. Just in case we missed anything, we have one last question:

In your opinion what changes or improvements do Egyptian businesses need to make in order to be more successful in their efforts to enter US or European global markets?

Appendix D:

*EDP Presenters' survey
and list of respondents*

EDP Presenters' Survey

Please take a moment to complete the following survey. We appreciate your input and cooperation.
(NOTE: Use "Tab" button to move between fields. Fields will expand to fit your text input.)

Name: Please enter your NAME here.

Organizational/University Affiliation: Please enter ORGANIZATION / UNIVERSITY here.

Office/Work Telephone Number: Please enter your TELEPHONE number here.

E-mail Address: Please enter your EMAIL here.

Year/Month You Presented at the EDP: Please enter DATE OF PRESENTATION here.

Topic: Please enter TOPIC of presentation here.

1. What did you observe about the learning styles and behaviors of the Egyptian (EDP) business leaders who participated in your seminars/presentations? [Did you notice any similarities or differences to the learning styles and behaviors of U.S. business leaders who have attended similar seminars/presentations? Please offer examples, if appropriate.]
Please enter your response / comments here.
2. What did you observe about the approach to business of the Egyptian (EDP) business leaders who have participated in your seminars/presentations? [Did you notice any similarities or differences to the approach to business of the U.S. business leaders who have attended similar seminars/presentations? If yes, please explain.]
Please enter your response / comments here.
3. Describe how Egyptian (EDP) business leaders defined or approached the concept of what constitutes effective business leadership. [How does this compare to the definition/approach used by U.S. leaders who attended similar seminars/presentations?]
Please enter your response / comments here.
4. Did the Egyptian (EDP) business leaders interact with you in ways that were different from how U.S. business leaders interact with you? [If yes, please explain.]
Please enter your response / comments here.
5. Did the Egyptian (EDP) business leaders interact with one another in ways that were different from how U.S. business leaders interact in a seminar? [If yes, please explain.]
Please enter your response / comments here.
6. Did you notice any pattern in terms of the areas of interest or types of questions that were posed by Egyptian (EDP) participants as compared with U.S. business leaders who have attended your seminars/presentations in the U.S.? [If yes, please explain.]
Please enter your response / comments here.

7. Did Egyptian (EDP) participants ever mention U.S. and/or European misperceptions or misconceptions about Egyptian culture? If so, did they indicate how these affect business interactions?"

Please enter your response / comments here.

8. Did you feel that you had adequate information about Egyptian culture and/or mores when you presented to Egyptian (EDP) participants? In hindsight, what additional information would have been beneficial to have?

Please enter your response / comments here.

9. Other information that you think would be helpful for this study?

Please enter your response / comments here.

Thank you.

EDP Presenters' Survey Respondents

Name	Organizational Affiliation	E-mail Address
Bob Barnett	Concentric Consulting Group, LLC	bob.barnett@concentricconsulting.com
Mohamed Beheiry	Phoenix Consulting Associates	mbeheiry@aboutpca.com
Robert W. Bowe & Meg VanDeWeghe	Richard W. Bowe, P.C./ Forte Consulting Inc.	rwbowe@verison.net
Scot M. Faulkner	Phoneix Consulting Associates	smf53@aol.com
Hal Gregersen	Brigham Young University	Hal_gregersen@byu.edu
Anil K. Gupta	University of Maryland at College Park	agupta@rhsmith.umd.edu
Mary Parish	MVP Associates	mvpassoc@aol.com
Ian Rose	IBR Consulting Services, Ltd.	ibrconsulting@telus.net
Robert Spekman	University of Virginia Darden School of Business	Spekman@virginia.edu
Pat Stocker	Stocker & Associates	PatStocker@aol.com

Appendix E:

***Biographies of Karp Consulting Group, Inc.
project team members***

KARP CONSULTING GROUP, INC.

Karp Consulting Group, Inc. (KCG) is a consortium of organization development consultants ready to provide a wide range of services to our clients. Each consultant member offers skills, expertise and experience that complement the group. In addition to their organization development (OD) experience, members have backgrounds in law, conflict resolution, learning systems, curriculum development, social justice issues, cross-cultural communication, and psychology. By working together as a diverse team, KCG models the same collaborative approach that we utilize when working with our clients.

We believe that there is no one singular approach or answer to the challenges that face today's organizations. Consequently, we work with our clients to frame the issues, ask a series of questions that will evoke open dialogue, and develop strategies and action plans that will help the organization to fulfill its mission while adjusting to the often rapidly changing external and internal environment.

Much of our work involves helping clients to examine their current organizational culture, decision-making processes and work place dynamics to see how they impact individual and organizational effectiveness. We believe that an organization that promotes fairness, justice and inclusion is in the best position to leverage its human potential to achieve organizational objectives.

Our clients include businesses, organizations and firms in the corporate sector, not-for-profit and governmental arenas. We also work with individuals, groups/teams, departments, and entire organizations. For example, we offer one-to-one coaching for individual executives, managers or employees. Each session is tailored to meet the needs of the individual client and help that person to be more effective within their organizational environment.

Like our clients, KCG must continually adapt, improve, and modify our processes to maximize our effectiveness. It is this commitment to synergistic excellence that has helped KCG to become a trusted ally, resource, and consultant to its clients.

MITCHELL KARP

Mitchell Karp, Esq., M.S.O.D., is the founder and lead consultant of Karp Consulting Group, Inc. (KCG). He is a former civil rights attorney who brings nearly two decades of pioneering work to human rights issues and communications skill-building. Mr. Karp founded KCG to assist private and public sector organizations (both managers and staff) in improving inter-group relations, understanding their legal rights and responsibilities, and developing productive work environments free of bias, harassment, and discrimination. To accomplish its mandate, KCG serves as organization development consultants to law firms, businesses, governmental agencies, and not-for-profit organizations. As part of its consulting services, KCG designs and presents training programs and conducts one-to-one coaching sessions. During the last few years, Mr. Karp has worked with organizations and law firms in New York City, London, Hong Kong, Washington, D.C., and Los Angeles helping them to identify potential problem areas and develop appropriate strategies to improve workplace dynamics.

Prior to creating KCG, Mr. Karp founded the New York City Commission on Human Rights Training Institute. As Director of the Training Institute, Mr. Karp designed and presented training programs to over 100 groups, organizations, firms, and agencies on topics such as: Cultural Diversity, Preventing Sexual Harassment, Overview of the Human Rights Laws, Disability Discrimination, HIV and the Workplace, Improving Inter-group and Interpersonal Communication Skills, and Conflict Resolution Skill-building. His skills as a trainer and group facilitator have won Mr. Karp praise from senior partners at law firms, corporate executives, fire department personnel, and security guards at public housing projects.

Mr. Karp holds a B.S. in Industrial and Labor Relations from Cornell University, a J.D. from Rutgers Law School, and a Masters of Science degree in Organization Development from American University. He has received awards for his precedent-setting litigation and community service. He is currently an adjunct faculty for the Management Development and Human Resources Programs at the Cornell University School of Industrial and Labor Relations in New York City.

AHMED ELKADRY SOLIMAN

Ahmed Elkadry Soliman, is joining Karp Consulting Group, Inc. as a senior consultant on this proposed project. Mr. Soliman is a senior executive with an outstanding record in international operations and project management. He has an acclaimed ability to successfully negotiate and close international business deals across cultural barriers. Extensive experience in different management fields ranging from finance to purchasing, sales, supply chain, import and export coupled with his multilingual skills have afforded him the opportunity to work extensively in the Middle East, Eastern Europe, Western Europe, and North America.

For the past twenty years, Mr. Soliman has been affiliated with The Kato Group, one of the largest private owned companies in Egypt. While at Kato, Mr. Soliman served as President and CEO of U.S. operations, General Manager and then CEO of Romania operations, and CFO and Purchasing General Manager in Egypt. He was responsible for starting and building up five new companies within The Kato Group. During his tenure at Kato, Mr. Soliman was part of the team that transformed a small local company into an international phenomenon with 60 companies operating in Western and Eastern Europe, the U.S., and Russia. These companies operated in a broad range of sectors including: food industries, essential oils, aviation, construction and contracting, hotels and restaurants, and personal consumer goods such as toiletries and perfumes.

Prior to joining The Kato Group, Mr. Soliman was part of a small group that initiated the Arab International Bank in 1972. The Bank became the largest off shore Bank in Egypt. As Manager of the Foreign Trade Department, Mr. Soliman received training from Barclays Bank in London and traveled extensively abroad.

Recently, Mr. Soliman was asked by the Keenan Institute in Washington, D.C. to develop a strategic plan for the establishment of a business center in the American Chamber of Commerce in Cairo. He has also done research for the World Trade Organization.

Mr. Soliman received his Bachelors of Arts in Business Administration from Cairo University, a Diploma in Planning from the Higher Institute for Planning in Cairo, and a Diploma in Human Resources Development from the Central Institute for Management in Cairo.

SHIRLEY MUÑOZ

Dr. Shirley Muñoz, Ed.D., is a Senior Consultant with Karp Consulting Group, Inc. She specializes in planning, training, and research to address technical and human needs created by change in organizations. As a senior consultant, she leads projects dealing with executive board and staff development, large-scale employee training systems, and organizational assessment and evaluation. Specific training programs that she has developed include team-building, bias in performance appraisal, aligning board strategic planning with organizational goals, planning, strategic diversity, managing a diverse workforce, using feedback tools to promote employee morale and job satisfaction, and managing conflict to promote organizational performance.

Dr. Muñoz also consults on personal development issues to government, non-profit, higher education, and private sector clients located across the United States, the Caribbean, and Central America. She has worked with government agencies such as the United States Peace Corps and Bureau of Prisons, the New York State Office of the Comptroller, Department of Transportation, and Office of Mental Retardation and Developmental Disabilities, and the New York City Office of the Mayor. In addition, she has consulted for foundations and corporations such as the Council on Foundations, the Human Environment Center, the Latino Commission on AIDS, Standard and Poor, and IBM.

Dr. Muñoz was a professor at Teachers College, Columbia University for five years and later served as a senior manager of the human resource division in a private consulting firm. Dr. Muñoz also consulted through her own firm, S.M.H. Consulting, prior to co-founding the Cora Group, an organization development consulting partnership. She currently serves as adjunct faculty member for the Management Development and Human Resources Programs at the Cornell University School of Industrial and Labor Relations in New York City. She holds an Ed.D. in Curriculum and Teaching from Teachers College, Columbia University. She has published and spoken widely on learning and instructional design for diverse populations.

NORMA TAN

Norma Tan, Ph.D. is the principal of **Cora Group**, a consulting firm established in 1988 to help organizations meet new workplace challenges through learning systems that promote the capacity for change and innovation. Dr. Tan assesses management and training systems, and advises on diversity planning to meet business challenges of the new workforce and global economy.

Dr. Tan has helped many public and private sector clients to clarify their evaluation goals and devise sound investigative methodologies to address concerns of diverse stakeholders, clients and the public. She provides technical assistance in study design, instrument development and data treatment – including quantitative and qualitative analysis, interpretation and communication of findings. As an independent evaluator, she prepares and presents written reports with planning recommendations. She also facilitates briefing sessions to help clients use assessment results for problem-solving and decision-making.

Dr. Tan's clients have included: Standard and Poor's; American Express, National Westminster Bank; International Business Machines; the Office of the San Francisco City Attorney, Los Angeles Water and Power, the New York State Office of the State Comptroller, Department of Transportation, Thruway Authority and Education Department. Private foundations that Dr. Tan has served include the American Foundation for AIDS Research, the Annie E. Casey Foundation, the Hunt Alternatives Fund, and the Mayday Fund. She has also consulted for research institutions – such as the Manhattan Institute for Policy Research, the City University of New York and the Institute on Violence – and numerous not-for-profit organizations such as the Asian American Arts Alliance, the Lexington School for the Deaf and the Gay Men's Health Crisis.

Dr. Tan served as Director of Research in the Metropolitan Center for Urban Education at New York University, conducting applied research on educational equity and school reform. She was also a Research Director at Baruch College of the City University of New York and a Program Evaluator for the New York City Board of Education. She has published articles on education and training of nontraditional employees and students, and on perceptual and cognitive aspects of learning. She received her Ph.D. in Educational Psychology from Columbia University.